



# THE OHIO STATE UNIVERSITY

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**AEDE 3160 Human Resource Management in Small Business**  
**COURSE OUTLINE AND SCHEDULE**  
**MONDAYS & WEDNESDAYS @ 8:00AM**  
**JOURNALISM BUILDING – ROOM 251**  
**Spring 2024**

**INSTRUCTOR:** Christie L. Engler, MHRM, SPHR, SHRM-CP  
**MAILBOX:** AEDE Administrative Office, Ag Admin Building, 250  
**HOURS:** By appointment  
**PHONE:** (614) 579-3586 (cell)  
**E-MAIL:** [engler.76@osu.edu](mailto:engler.76@osu.edu)

**Preferred means of communication:**

- My preferred method of communication for questions is **email**.
- My class-wide communications will be sent through the Announcements tool in CarmenCanvas. Please check your [notification preferences](https://go.osu.edu/canvas-notifications) (go.osu.edu/canvas-notifications) to be sure you receive these messages.

**REQUIRED TEXTBOOK & MATERIALS:**



Fundamentals of Human Resource Management (9<sup>th</sup> edition)  
Raymond Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright  
ISBN: 9781260079173

**COURSE DESCRIPTION:**



Human Resources Planning, Job Analysis, Organizational Structure, Recruitment and Selection, Training, Motivation, Leadership, Communication, Compensation, and Evaluating Employee Performance in the context of a small business.

**LEARNING GOALS:**

- Describe role of Human Resources and an HR manager in a small business environment.
- Explain the validity and reliability on which HR decisions are based upon.
- Formulate the potential outcomes of HR decisions and their legal ramifications for the firm.
- Develop an organizational recruitment plan.
- Conduct a job analysis of a position.
- Design a position documenting the specifications and job description.
- Discriminate between the different types of employee selection techniques and their applications.
- Defend the importance and purpose of employee development programs and succession planning.
- Evaluate how HR decisions impact employee engagement.
- Recommend methods to best motivate employee productivity.
- Evaluate the appropriate employee compensation plan based on the position, company, and the job market.
- Describe the various components of mandatory and customary employee benefits.

***Course Structure***

This course is designed to help you master some of the basic principles of managing the human resource component of a small business. Lectures, case analysis, practice video segments, article analyses, e-question

platform, and in class activities will allow you to grasp the content and practice applying it. Guest speakers will complement content and case discussions throughout the semester.

Students taking this course present a variety of interests in the content. Some take the course with a focus on small business because they are already working in a small business or plan to run one. Others take the course because they would like to expand their knowledge with regard to human resources as they consider working in the field. Many take the course because it is required in their major given the number of small businesses in the field. And finally, across all these students there typically is considerable interest in understanding human resources because the topic has the potential to significantly impact their careers no matter their path.

Given these student drivers the course is designed to assure ALL in the course master the content that forms the foundation for human resource management no matter your future plans. Exams and quizzes will be utilized to assess your competency level here. The course does however have a focus on small business. Your understanding of that environment and the challenges faced by small businesses with regard to human resources will be assessed through the remaining assignments in the course.

### **Mode of delivery**

This course is taught in person. Students are expected to attend class each week during the scheduled meeting sessions. Exams will be administered via Carmen during the scheduled class meetings as found on the course schedule.

### **Pace of online activities**

This course is divided into **weekly modules** that are released one week ahead of time. Students are expected to keep pace with weekly deadlines but may schedule their efforts freely within that time frame.

### **Exams**

Exams in this course will focus on your mastery of the course content as it applies to a variety of business segments to include a dual focus on small and large business organizations. There will be two exams in the course.

### **Small Business Owner Interview**

Students will have the opportunity to interview a small business owner to discuss challenges and opportunities present as they work to manage the human resource component of their small business. Required questions and specifics about completing this assignment will be made available on the course Carmen shell.

### **Individual Case Analysis**

Students will work through a minimum of two cases dealing with an issue common to HR professionals in small businesses. More information about the case and assignment process will be provided in class and in Carmen.

### **Class Attendance**

Students are required to attend class in-person as scheduled. Roll call attendance will be taken at the beginning of each class meeting.

### **Class Participation – HR in Small Business**

Students may obtain participation points by reading the special sections entitled 'HR in Small

Business' at the end of each chapter and participating in a class discussion and/or online discussion on the given scenario. The schedule of these discussions is included in the syllabus.

**Grading:** Final grades will be a weighted average of your performance and will be calculated to two decimal places. Letter grades will be assigned according to the OSU Standard Grading Scheme cutoffs:

<b><i>Grade Components</i></b>	<b><i>Points</i></b>
Class Attendance	100
Class Participation – HRSB & online discussions	100
Exams (Mid-Term & Final) – 85 ea.	170
Case Analysis (2) – 70 ea.	140
Small Business Owner Interview	90
<b>Total Points</b>	<b>600</b>

#### Letter Grade and Percentages

Symbol	%	Symbol	%
A	93	C+	77
A-	90	C	73
B+	87	C-	70
B	83	D+	67
B-	80	D	60
		E	59 or less

**COURSE SCHEDULE**  
**Spring 2024**

<b>Week</b>	<b>Class Content</b>	<b>Deliverables</b>
<b>Week 1</b> <b>Monday, January 8</b> <b>Wednesday, January 10</b>	Welcome and Introductions Chapter 1 – Managing Human Resources HR in Small Business – Impossible Foods Chapter 2 – Trends in HRM HR in Small Business – Lob	Purchase textbook Review syllabus
<b>Week 2</b> <b>Monday, January 15 – No class</b> <b>Wednesday, January 17</b>	Chapter 3 – EEO & a Safe Workplace HR in Small Business - Buffer	
<b>Week 3</b> <b>Monday, January 22</b> <b>Wednesday, January 24</b>	Guest speaker – George Lesko Chapter 4 - Analyzing Work and Designing Jobs HR in Small Business – Johnson County Library	
<b>Week 4</b> <b>Monday, January 29</b> <b>Wednesday, January 31</b>	Chapter 5 – Planning for & Recruiting HR HR in Small Business – Horizon Therapeutics Online discussion – Ask a Recruiter	2/2/24 - Case Analysis #1 Due
<b>Week 5</b> <b>Monday, February 5</b> <b>Wednesday, February 7</b>	Chapter 6 – Selecting Employees & Placing Them in Jobs HR in Small Business – Nehemiah Manufacturing	Online discussion response due 2/9/24
<b>Week 6</b> <b>Monday, February 12</b> <b>Wednesday, February 14</b>	Chapter 7 – Training Employees HR in Small Business – PM Mold Guest speaker – Aimee Houde	
<b>Week 7</b> <b>Monday, February 19</b> <b>Wednesday, February 21</b>	Chapter 8 – Developing Employees HR in Small Business – Conductix-Wampfler Chapter 9 – Creating & Maintaining High-Performance Organizations HR in Small Business – Auto Dealers	
<b>Week 8</b> <b>Monday, February 26</b> <b>Wednesday, February 28</b>	Chapter 10 – Managing Employees' Performance HR in Small Business – RiverRock	

	Chapter 11 – Separating & Retaining Employees HR in Small Business – Holiday Inn Mart Plaza	
<b>Week 9</b> <b>Monday, March 4 – No class</b> <b>Wednesday, March 6 – No class</b>	Online discussions – CarmenCanvas	Online discussions due 3/8 Case analysis #2 due 3/8 Midterm review document
<b>Week 11</b> <b>Monday, March 11 – No class</b> <b>Wednesday, March 13 – No class</b>	Spring Break	
<b>Week 12</b> <b>Monday, March 18</b> <b>Wednesday, March 20</b>	Midterm Exam prep – 3/18 Midterm Exam (online) – 3/20	Read midterm review
<b>Week 13</b> <b>Monday, March 25</b> <b>Wednesday, March 27</b>	Chapter 12 – Establishing a Pay Structure HR in Small Business – The Riveter Guest Speaker – Michelle Guetle	
<b>Week 14</b> <b>Monday, April 1</b> <b>Wednesday, April 3</b>	Chapter 13 - Recognizing Employee Contributions with Pay HR in Small Business – Mr. Holmes Bakehouse Chapter 14 - Providing Employee Benefits HR in Small Business – Bombas	4/5/24 - Small Business Owner Interview Due
<b>Week 15</b> <b>Monday, April 8</b> <b>Wednesday, April 10</b>	Chapter 15 – Collective Bargaining & Labor Relations HR in Small Business - Kickstarter	
<b>Week 16</b> <b>Monday, April 15</b> <b>Wednesday, April 17</b>	Chapter 16 – Managing Human Resources Globally HR in Small Business – RM International Course Wrap-up & Final exam prep	
<b>Monday, April 22 – No class</b>	Last day of classes	
<b>Wednesday, April 24</b>	Final Exam (online)	

### **As a reminder:**

#### **CarmenCanvas Access**

You will need to use [BuckeyePass](https://buckeyepass.osu.edu) (buckeyepass.osu.edu) multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you do each of the following:

- Register multiple devices in case something happens to your primary device. Visit the [BuckeyePass - Adding a Device](https://go.osu.edu/add-device) (go.osu.edu/add-device) help article for step-by-step instructions.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you ten passcodes, good for 365 days, that can each be used once.
- [Install the Duo Mobile application](https://go.osu.edu/install-duo) (go.osu.edu/install-duo) on all of your registered devices for the ability to generate one-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at [614-688-4357 \(HELP\)](tel:614-688-4357) and IT support staff will work out a solution with you.

#### **Technology Skills Needed for This Course**

- Basic computer and web-browsing skills
- [Navigating CarmenCanvas](https://go.osu.edu/canvasstudent) (go.osu.edu/canvasstudent)
- [CarmenZoom virtual meetings](https://go.osu.edu/zoom-meetings) (go.osu.edu/zoom-meetings)
- [Recording a slide presentation with audio narration and recording, editing and uploading video](https://go.osu.edu/video-assignment-guide) (go.osu.edu/video-assignment-guide)

#### **Technology Support**

For help with your password, university email, CarmenCanvas, or any other technology issues, questions, or requests, contact the IT Service Desk, which offers 24-hour support, seven days a week.

- **Self Service and Chat:** [go.osu.edu/it](https://go.osu.edu/it)
- **Phone:** [614-688-4357 \(HELP\)](tel:614-688-4357)
- **Email:** [servicedesk@osu.edu](mailto:servicedesk@osu.edu)

#### **Discussion and Communication Guidelines**

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

- **Writing style:** While there is no need to participate in class discussions as if you were writing a research paper, you should remember to write using good grammar, spelling, and punctuation. A more conversational tone is fine for non-academic topics.
- **Tone and civility:** Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm doesn't always come across online. I will provide specific guidance for discussions on controversial or personal topics.
- **Citing your sources:** When we have academic discussions, please cite your sources to back up what you say. For the textbook or other course materials, list at least the title and page numbers. For online sources, include a link.
- **Backing up your work:** Consider composing your academic posts in a word processor, where you can save your work, and then copying into the Carmen discussion.

- **Synchronous sessions:** During our Zoom sessions I ask you to use your real name and a clear photo of your face in your Carmen profile. During our full-group lecture time, you may turn your camera off if you choose. You are always welcome to use the [free, Ohio State themed virtual backgrounds](http://www.osu.edu/downloads/zoom-backgrounds.html) ([www.osu.edu/downloads/zoom-backgrounds.html](http://www.osu.edu/downloads/zoom-backgrounds.html)). Remember that Zoom and the Zoom chat are our classroom space where respectful interactions are expected.

#### Ohio State's Academic Integrity Policy

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute Academic Misconduct.

The Ohio State University's Code of Student Conduct (Section 3335-23-04) defines academic misconduct as: Any activity that tends to compromise the academic integrity of the University, or subvert the educational process. Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the University's Code of Student Conduct is never considered an excuse for academic misconduct, so I recommend that you review the Code of Student Conduct and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by University Rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the University's Code of Student Conduct (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Other sources of information on academic misconduct (integrity) to which you can refer include:

- [Committee on Academic Misconduct](http://go.osu.edu/coam) ([go.osu.edu/coam](http://go.osu.edu/coam))
- [Ten Suggestions for Preserving Academic Integrity](http://go.osu.edu/ten-suggestions) ([go.osu.edu/ten-suggestions](http://go.osu.edu/ten-suggestions))
- [Eight Cardinal Rules of Academic Integrity](http://go.osu.edu/cardinal-rules) ([go.osu.edu/cardinal-rules](http://go.osu.edu/cardinal-rules))

#### Copyright for Instructional Materials

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

#### Creating an Environment Free from Harassment, Discrimination, and Sexual Misconduct

The Ohio State University is committed to building and maintaining a community to reflect diversity and to improve opportunities for all. All Buckeyes have the right to be free from harassment, discrimination, and sexual misconduct. Ohio State does not discriminate on the basis of age, ancestry, color, disability, ethnicity, gender, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, pregnancy (childbirth, false pregnancy, termination of pregnancy, or recovery therefrom), race, religion, sex, sexual orientation, or protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment. Members of the university community also have the right to be free from all forms of sexual misconduct: sexual harassment, sexual assault, relationship violence, stalking, and sexual exploitation.

To report harassment, discrimination, sexual misconduct, or retaliation and/or seek confidential and non-confidential resources and supportive measures, contact the Office of Institutional Equity:

1. Online reporting form at [equity.osu.edu](https://equity.osu.edu),
2. Call 614-247-5838 or TTY 614-688-8605,
3. Or Email [equity@osu.edu](mailto:equity@osu.edu)

The university is committed to stopping sexual misconduct, preventing its recurrence, eliminating any hostile environment, and remedying its discriminatory effects. All university employees have reporting responsibilities to the Office of Institutional Equity to ensure the university can take appropriate action:

- All university employees, except those exempted by legal privilege of confidentiality or expressly identified as a confidential reporter, have an obligation to report incidents of sexual assault immediately.
- The following employees have an obligation to report all other forms of sexual misconduct as soon as practicable but at most within five workdays of becoming aware of such information: 1. Any human resource professional (HRP); 2. Anyone who supervises faculty, staff, students, or volunteers; 3. Chair/director; and 4. Faculty member.

### Diversity

The Ohio State University affirms the importance and value of diversity of people and ideas. We believe in creating equitable research opportunities for all students and to providing programs and curricula that allow our students to understand critical societal challenges from diverse perspectives and aspire to use research to promote sustainable solutions for all. We are committed to maintaining an inclusive community that recognizes and values the inherent worth and dignity of every person; fosters sensitivity, understanding, and mutual respect among all members; and encourages each individual to strive to reach their own potential. The Ohio State University does not discriminate on the basis of age, ancestry, color, disability, gender identity or expression, genetic information, HIV/AIDS status, military status, national origin, race, religion, sex, gender, sexual orientation, pregnancy, protected veteran status, or any other bases under the law, in its activities, academic programs, admission, and employment.

To learn more about diversity, equity, and inclusion and for opportunities to get involved, please visit:

- <https://odi.osu.edu/>
- <https://odi.osu.edu/racial-justice-resources>
- <https://odi.osu.edu/focus-on-racial-justice>
- <https://cbssc.osu.edu/>

In addition, this course adheres to **The Principles of Community** adopted by the College of Food, Agricultural, and Environmental Sciences. These principles can be found at <https://cfaesdei.osu.edu/about-us/cfaes-principles-community>. For additional information on Diversity, Equity, and Inclusion in CFAES, contact the CFAES Office for Diversity, Equity, and Inclusion (<https://cfaesdei.osu.edu/>). If you have been a victim of or a witness to harassment or discrimination or a bias incident, you can report it online and anonymously (if you choose) at <https://equity.osu.edu/>.

### Your Mental Health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities. The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing.



If you or someone you know are suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life's Counseling and Consultation Service (CCS) by visiting [ccs.osu.edu](https://ccs.osu.edu) or calling 614-292-5766. CCS is located on the 4th floor of the Younkin Success Center and 10th floor of Lincoln Tower. You can reach an on-call counselor when CCS is closed at 614-292-5766 and 24 hour emergency help is also available 24/7 **by dialing 988 to reach the Suicide and Crisis Lifeline.**

For students in the College of Food, Agricultural, and Environmental Sciences, David Wirt, [wirt.9@osu.edu](mailto:wirt.9@osu.edu), is the CFAES embedded mental health counselor on the Columbus campus. To contact David, please call 614-292-5766. Students should mention their affiliation with CFAES if interested in speaking directly with David.

### Religious Accommodations

Our inclusive environment allows for religious expression. Students requesting accommodations based on faith, religious or a spiritual belief system in regard to examinations, other academic requirements or absences, are required to provide the instructor with written notice of specific dates for which the student requests alternative accommodations at the earliest possible date. For more information about religious accommodations at Ohio State, visit [odi.osu.edu/religious-accommodations](https://odi.osu.edu/religious-accommodations).

The University Interfaith Council has a helpful, but non-exhaustive, [religious holiday calendar](#) to promote awareness and understanding of observances. For example, Ramadan the Muslim holy month observed through fasting, prayer and reflection coincides with the end of the semester and second-session classes, and students and instructors should be mindful of requests made for final projects and assignments.

### Weather or other short-term closing

Should in-person classes be canceled, I will notify you as to which alternative methods of teaching will be offered to ensure continuity of instruction for this class. Communication will be via CarmenCanvas and email.

## **ACCESSIBILITY ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES**

### Requesting Accommodations

The university strives to maintain a healthy and accessible environment to support student learning in and out of the classroom. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion.

If you are isolating while waiting for a COVID-19 test result, please let me know immediately. Those testing positive for COVID-19 should refer to the Safe and Healthy Buckeyes site for resources. Beyond five days of the required COVID-19 isolation period, I may rely on Student Life Disability Services to establish further reasonable accommodations. You can connect with them at [slds@osu.edu](mailto:slds@osu.edu); 614-292-3307; or [slds.osu.edu](https://slds.osu.edu).

### **Disability Services Contact Information**

- Phone: [614-292-3307](tel:614-292-3307)
- Website: [slds.osu.edu](https://slds.osu.edu)
- Email: [slds@osu.edu](mailto:slds@osu.edu)
- In person: [Baker Hall 098, 113 W. 12th Avenue](#)

### Accessibility of Course Technology

This online course requires use of CarmenCanvas (Ohio State's learning management system) and other online communication and multimedia tools. If you need additional services to use these technologies, please request accommodations as early as possible.

- [CarmenCanvas accessibility](https://go.osu.edu/canvas-accessibility) (go.osu.edu/canvas-accessibility)
- Streaming audio and video
- [CarmenZoom accessibility](https://go.osu.edu/zoom-accessibility) (go.osu.edu/zoom-accessibility)